



Stakeholder Mapping

Overview

This tool helps the team identify the internal and external stakeholders involved in their project, understand their interest and concerns, and create strategies on how to get their support. A stakeholder is anyone who is affected by the outcome of the project or is able to influence the outcome positively or negatively.

Stakeholder mapping is a way for the team to identify potential supporters and opponents early in the life of a project so that it can build a strategy that takes advantage of supporters and addresses the concerns of opponents.

When to Use

Stakeholder mapping is useful when a project is just starting and the stakeholders are not well identified.

It can help the team gain insights into stakeholders concerns and interest when a specific stakeholder's support is lacking or the team is not receiving the general support it needs. This process can help bring together stakeholders with the influence to support a significant change.

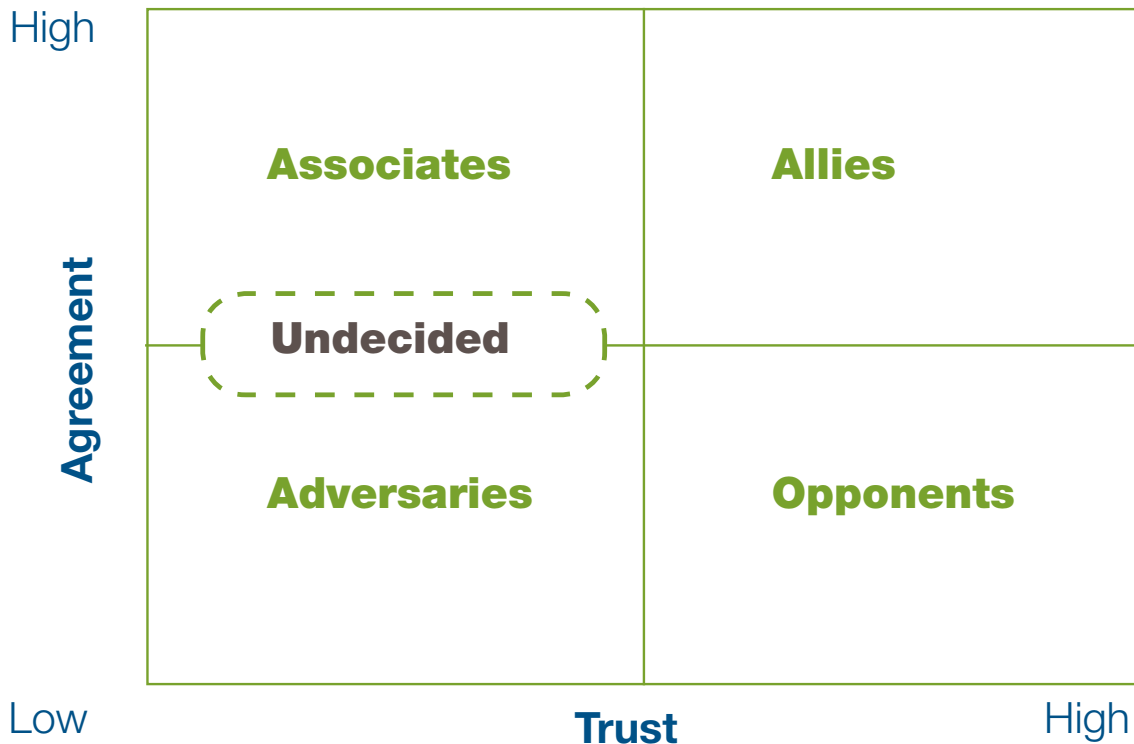
Steps

1. Using the attached form, brainstorm who the stakeholders are for your project, and fill the names in the chart; be sure to identify them as allies, associates, opponents, adversaries or undecided. Try to be as inclusive as possible. If the list gets very long, see if some of the stakeholders can be grouped into categories.
2. On the next sheet, have the group identify the stakeholder's interests and concerns to the best of their ability.
3. Identify resources or support required from each stakeholder.
4. Assign a team member to be the main contact with each stakeholder. Use this information to prepare for your first meeting with each stakeholder. Be sure to check your assumptions on their concerns and interest when you meet with them.

Options

- The sheets can be filled out individually, in pairs or triads, or with the entire team. When subgroups fill out the sheet, be sure to debrief as a large group.
- If any members of the team are a representative from a stakeholder group, ask them for their input on their groups.
- Return to your stakeholder map from time to time to assess its accuracy, identify changes you need to make in it, and use the revised map to generate new opportunities for action and learning.

Stakeholder Analysis



Allies fully agree with your thinking, strategy and implementation plans.

- Acknowledge the quality of the relationship and seek advice and support.
- Acknowledge the doubts that you have with respect to your vision and your project

Associates generally agree with your thinking, strategy and implementation plans.

- Share information about what you are doing and listen to what they are doing
- Try to reach some agreement as to how you are going to work together

Opponents are people with whom you have a relationship or where trust exist, but they disagree with your strategy and implementation plans.

- Acknowledge the quality of the relationship and examine the assumption that it's based on trust
- Clarify your position and explore the both perspectives and identify the underlying reasons
- Engage in creating inclusive solutions

Adversaries are people with whom you do not have a relationship or where issues of trust exist, and they disagree with your strategy and implementation plans.

- Listen to their point of view and reflect back your best understanding of their position
- Share your vision for your project
- Discuss areas of disagreement and potential agreement

